

# Lowenco

Lowenco A/S is a manufacturing company that has existed since since 2012. They specialize in high-quality systems for refrigerated storage, cold rooms, and freezer rooms. Their expertise is particularly recognized in markets such as biotechnology and the pharmaceutical industry. The company's mission is to shape the future with their innovative products and creative mindset. They constantly strive to expand their range to meet the evolving needs of the market.

CASE: Lowenco is a company undergoing significant change, aiming to penetrate the Asian markets, including China and India. Faced with uncertainty about whether to intensify sales efforts in one country over the other, the company needs to map out which market holds the greatest potential. The talent team will need to delve into the market, analyze competitors, and identify potential partnerships with the aim of recommending a Go-To-Market strategy.

## OVERVIEW

Company	Lowenco A/S
Location	Bavnevej 10, 6580 Vamdrup
Contact person	Jesper Fruergaard Andersen – CSO

## COMPANY PROFILE

Lowenco A/S was founded in 2012 in Vamdrup. The organization is a blend of administration and production, consisting of 53 employees geographically located in Denmark and the USA. At their office in Vamdrup, 51 employees are based, and they have two sales representatives in the USA—one on the East Coast and one on the West Coast.

Lowenco A/S is a world-leading manufacturer of temperature-controlled storage. They produce high-quality specialized systems, capable of reaching temperatures as low as -80 degrees, for refrigerated storage, cold rooms, and freezer rooms. These systems are manufactured using quality-certified components at their production facility in Denmark. The company also delivers and manufactures custom-made freezer rooms and storage facilities that comply with GMP guidelines, meeting the requirements for global use.

The company's mission is to shape the future, and they do so by designing and producing innovative refrigerated storage facilities. They don't just work with products – they work with the future. Lowenco takes pride in being the leading manufacturers of refrigerated storage facilities and is dedicated to changing the status quo in temperature-controlled storage, which is often too expensive, inefficient, and harmful to the environment.

Their expertise in refrigerated storage is particularly recognized in markets such as biotechnology and the pharmaceutical industry. Their customers are located worldwide, spanning across the global market. The company conducts comprehensive Factory Acceptance Tests, including performance tests, with everything documented according to customers' precise requirements and the highest GDP standards for Good Distribution Practice

The company, under their brand LSSU, has developed a groundbreaking solution that has already been recognized as a game-changer in the industry. With the LSSU product, they can offer low-temperature solutions based on a technology that allows biotech and pharmaceutical



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products to freeze down to -80 degrees. With LSSU, Lowenco can replace 35 upright freezers, reducing power consumption and leaving the smallest possible footprint.

Lowenco constantly strives to expand their range and develop more refrigerated storage facilities that meet the changing needs of the market. With their sustainability profile, consisting of products with long lifespans and 99% recyclability, they can reduce CO2 emissions by up to 66% compared to traditional cold storage solutions..

## CASE DESCRIPTION

Lowenco has decided to expand their presence in the Asian markets with the LSSU product, focusing specifically on India and China as potential target markets. Currently, the company has only one sale to India, established through a European customer, but there is a desire to intensify sales. The goal is to develop a Go-To-Market strategy for Lowenco's pharmaceutical products and penetrate the APAC regions, including China and India.

The talent team will first conduct an in-depth market analysis for both India and China, with a focus on the pharmaceutical industry. This involves identifying and mapping potential customers and key stakeholders. Subsequently, the team will define the target audience for Lowenco's products in each market, aiming to segment potential customers based on demographic, geographic, and behavioral factors, while also identifying key stakeholders, including authorities and health organizations

Furthermore, Lowenco also wishes to map out the market size, growth potential, and trends within the pharmaceutical industry. The goal here is to forecast growth potential, gather quantitative market size data, and assess barriers to market entry and regulations.

Lowenco also wants a specification of the competitive landscape in the respective markets, which is why the talent group would need to conduct a competitor analysis. In collaboration with Jesper, the team will identify the three most essential competitors to investigate. The aim of the analysis is to chart the strengths and weaknesses of competitors so that Lowenco can identify areas where they can differentiate themselves and leverage competitive advantages. The talents will also need to investigate what current players are doing or have done to penetrate the Chinese and Indian markets.

The company recognizes the importance of effective partnerships to strengthen their position in the two markets, which is why it also becomes the team's task to develop a partnership analysis with the aim of mapping potential collaborators. The focus will be on suppliers and distributors who can contribute to Lowenco's market penetration.

In order to shed light on the challenges and risks associated with entering the APAC regions, the talents will need to conduct a risk analysis. The goal here is to identify the possible factors that could make it difficult for Lowenco to penetrate these markets.



The case should conclude with a Go-To-Market strategy, where the talent group will conduct an evaluation and ranking of the results from the previously conducted analyses. The goal of the analyses is to specify the market that best suits Lowenco's products. Next, an implementation plan and a timeline for market entry are requested.

## TASK AND EXPECTATIONS

### **0. PHASE: ONBOARDING AND CALIBRATION OF THE PROJECT**

- 0.1 Onboarding to the company, their vision, values, current strategy, and a general overview of the market and industry in which they operate.
- 0.2 Conduct an alignment of expectations with the team, including the frequency of feedback and collaboration.
- 0.3 Provide an in-depth introduction to the challenges of the case and the desired outcome for the company.
- 0.4 Review the specific tasks of the case and qualify the different phases, prioritizing tasks based on their importance.
- 0.5 Define roles and responsibilities within the team, so that internally, everyone knows who is responsible for which tasks/areas.
- 0.6 The above points and the alignment of expectations are to be filled out in collaboration with the company in the onboarding document.

### **1. PHASE: CONDUCT A MARKET ANALYSIS FOR THE TWO GEOGRAPHIC AREAS (CHINA & INDIA) WITH A FOCUS ON THE PHARMACEUTICAL INDUSTRY.**

- 1.1 Identify and map potential customers and key stakeholders in each market. Where are their customers, and what information is available about their potential customers?
- 1.2 Define the target audience for Lowenco's products within each market.
- 1.3 Segment potential customers based on demographic, geographic, and behavioral factors..
- 1.4 Identify key stakeholders in each market, including authorities, health organizations, and industry associations. Evaluate their influence on the pharmaceutical industry and potential collaboration opportunities.
- 1.5 Map the market size, growth potential, and trends within the pharmaceutical industry based on the following:
  - 1.5.1 Forecast market growth potential based on data and future trends.
  - 1.5.2 Map quantitative data on the total market volume for the pharmaceutical industry in India and China.
  - 1.5.3 Assess barriers to market entry and regulations that may affect penetration into the Indian market.
  - 1.5.4 Examine the latest trends in the pharmaceutical industry, including new technology, product innovation, and research.
- 1.6 Conduct qualitative data collection focusing on the following points:



- 1.6.1 Gather opinions from industry experts and consultants with knowledge of the pharmaceutical sector.
- 1.6.2 Conduct in-depth interviews with relevant contacts (Jesper will investigate if he can assist in finding the right individuals)

## **2. PHASE: COMPETITOR AND PARTNERSHIP ANALYSIS**

- 2.1 Prepare a competitor analysis focusing on the three key competitors (Coordinate with Jesper on which competitors to focus on)
  - 2.1.1 Identify three main competitors in the markets within pharmaceutical storage and freezing technology.
  - 2.1.2 Assess the strengths and weaknesses of competitors, including product portfolio, technological innovation, and market share.
  - 2.1.3 Analyze competitors' market positioning, pricing, and marketing strategy.
  - 2.1.4 Identify any untapped opportunities in competitors' current offerings.
  - 2.1.5 Evaluate competitors' ability to meet customer needs and comply with industry standards.
  - 2.1.6 Investigate what current actors are doing to enter the two markets.
  - 2.1.7 Identify any risks and challenges in the current competitive situation.
- 2.2 Conduct a partnership analysis based on the following points:
  - 2.2.1 Explore potential partnership opportunities in China and India, including suppliers, distributors, and collaborators.
  - 2.2.2 Map potential partners based on their reputation, capacity, network, and familiarity with local market conditions.
  - 2.2.3 Assess synergies between Lowenco and potential partners, focusing on achieving a stronger market position and how they can take advantage of each other's resources.
  - 2.2.4 Examine possible key partners and decision-makers to initiate dialogue and negotiation. How best to establish a partnership?
  - 2.2.5 Identify any risks or challenges associated with potential partnerships in the two markets.

## **3. PHASE: CONDUCT A RISK ANALYSIS FOR EACH MARKET AND EXAMINE POSSIBLE FACTORS THAT MAY MAKE IT DIFFICULT TO PENETRATE THE MARKETS.**

- 3.1 Map the legal and regulatory risks associated with entering the two markets.
  - 3.1.1 What health and safety standards, customs regulations, patent and trademark protection should Lowenco be aware of?
- 3.2 Assess the risk of the current competitive situation.
  - 3.2.1 Examine price conflicts, product differentiation, and marketing strategies
  - 3.2.2 Is it a red ocean or blue ocean?
- 3.3 Map the risks associated with establishing partnerships in the Chinese and Indian markets.
  - 3.3.1 Investigate cultural differences and communication barriers.

## **4. PHASE: MARKET SELECTION AND GO-TO-MARKET STRATEGY**

- 4.1 Evaluate and rank the results from previously conducted analyses for each market.



- 4.2 Identify the market that best fits Lowenco's products based on the analysis.
- 4.3 Develop a Go-To-Market strategy for the selected market, including target audience selection, channel selection, pricing, marketing methods, and distribution.
- 4.4 Prepare an implementation plan and a timeline for entering the chosen market.

## **OBJECTIVE AND DESIRED OUTCOME FOR THE COMPANY**

- ✓ A Go-To -Market strategy for the APAC regions.

## **RELEVANT AREAS OF COMPETENCE**

- ✓ Business and Communication
- ✓ International Trade and Marketing
- ✓ Interest in qualitative and quantitative data collection
- ✓ Well-developed analytical skills
- ✓ A creative mindset and a curious approach
- ✓ International students
- ✓ Business understanding

## **TALENT PROFILE**

As a talent at Lowenco, you will step into a rapidly growing company where a flat structure and a familial atmosphere are key. There is no room for dull workdays here. It is a company that loves to challenge the conservative and mundane market, which is why disruption is considered a trademark in the organization.

During the internship, you will have the opportunity to work with High-End products, participate in the transformation of the market, and be part of something unique in a niche industry. Lowenco believes that employees are the driving force behind their success. It is more than just a job, and the company is not just a workplace. It is a community that fosters solidarity and supports each other in achieving common goals. They believe in a work culture that combines seriousness with fun, where each day brings new challenges and opportunities

As a talent, you can also look forward to a delicious lunch arrangement available to you throughout your internship period. During the process, you will also experience a high degree of flexibility, with room for remote working days as needed. However, it is expected that you are physically present for the first two weeks, and thereafter, other arrangements can be made with the company..

A conducive office environment will be created for the team, where they can immerse themselves and work in peace in adjacent rooms to the rest of the team.

